Incubating Service Systems Thinking: New frames for collaborating on a pattern language for service systems

David Ing
International Society for the Systems Sciences, and Aalto University
June 28, 2014 – INCOSE IS workshop
<table>
<thead>
<tr>
<th>Agenda Items</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. SSMED:</td>
<td>Service Science, Management, Engineering and Design ↔ Systems Thinking</td>
</tr>
<tr>
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<td>→ Service Systems Thinking</td>
</tr>
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</tr>
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</tr>
<tr>
<td>E. Copyright Assignment</td>
<td>→ Incubating towards Open Source</td>
</tr>
</tbody>
</table>
Human civilization is served by systems in technical, organizational and socio-political form.

### Systems that move, store, harvest, process
- Transportation
- Water and waste management
- Food and global supply chain
- Energy and energy grid
- Information and communications (ICT) infrastructure

### Systems that enable healthy, wealthy and wise people
- Building and construction
- Banking and finance
- Retail and hospitality
- Healthcare
- Education (including universities)

### Systems that govern
- Government (cities)
- Government (regions / states)
- Government (nations)

[Spohrer and Maglio 2010]
A service system can be defined as a dynamic configuration of resources (people, technology, organisations and shared information) that creates and delivers value between the provider and the customer through service.

In many cases, a service system is a complex system in that configurations of resources interact in a non-linear way. Primary interactions take place at the interface between the provider and the customer.

However, with the advent of ICT, customer-to-customer and supplier-to-supplier interactions have also become prevalent. These complex interactions create a system whose behaviour is difficult to explain and predict. (IfM and IBM, 2008, p. 6)

Systems thinking is a perspective on wholes, parts and their relations containing whole

*Function* (non-living) or *role* (living)

Part \( A(t) \)

Part \( B(t) \)

Function

“contribution of the part to the whole”

Structure

“arrangement in space”

Process

“arrangement in time”
Systems thinking: synthesis precedes analysis (Ackoff 1981)

1. Identify a containing whole (system) of which the thing to be explained is a part.

2. Explain the behavior or properties of the containing whole.

3. Then explain the behavior or properties of the thing to be explained in terms of its role(s) or function(s) within its containing whole.
**Basic Concepts.** If we are to understand human history as the evolution and design of value-cocreation mechanisms between entities, then where should we begin?

Let’s start by understanding the following ten basic concepts:

<table>
<thead>
<tr>
<th>1. Resources</th>
<th>Businesses may own physical resources or contract for physical resources, but as a type of resource they are themselves not physical, but instead a conceptual-legal construct. So in the end, all resources fall into one of four types: physical-with-rights, not-physical-with-rights, physical-with-no-rights, and not-physical-with-rights.</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Service system entities</td>
<td>The most common types of service system entities are people and organizations. New types of service system entities are constantly emerging and disappearing. Recently, open-source and on-line communities have emerged as service systems entities.</td>
</tr>
<tr>
<td>3. Access rights</td>
<td>“By what authority, do you use that resource?” Service system entities have four main types of access rights to the resources within their configuration: owned outright, leased/contracted, shared access, and privileged access. Shared access resources include resources such as air, roads, natural language, and internet web sites. Privileged access resources include resources such as thoughts, individual histories, and family relationships.</td>
</tr>
<tr>
<td>4. Value-proposition-based interactions</td>
<td>“I’ll do this, if you’ll do that.” […] Interactions via value propositions are intended to cocreate-value for both interacting entities. Both interacting entities must agree, explicitly or tacitly, to the value proposition.</td>
</tr>
<tr>
<td>5. Governance mechanisms</td>
<td>“Here’s what will happen if things go wrong.” […] If value is not realized as expected, this may result in a dispute between the entities. Governance mechanisms reduce the uncertainty in these situations by prescribing a mutually agreed to process for resolving the dispute.</td>
</tr>
<tr>
<td>6. Service system networks</td>
<td>“Here’s how we can all link up.” […] Over time, for a population of entities, the patterns of interaction can be viewed as networks with direct and indirect connectivity strengths. A service system network is an abstraction that only emerges when one assumes a particular analysis overlay on the history of interactions amongst service system entities.</td>
</tr>
<tr>
<td>7. Service system ecology</td>
<td>“Populations of entities, changing the ways they interact.” Different types of service systems entities exist in populations, and the universe of all service system entities forms the service system ecology or service world ….</td>
</tr>
<tr>
<td>8. Stakeholders</td>
<td>“When it comes to value, perspective really matters.” The four primary types of stakeholders are customer, provider, authority, and competitor. In addition … other stakeholder perspectives include employee, partner, entrepreneur, criminal, victim, underserved, citizen, manager, children, aged, and many others.</td>
</tr>
<tr>
<td>9. Measures</td>
<td>“Without standardized measures, it is hard to agree and harder to trust.” The four primary types of measures are quality, productivity, compliance, and sustainable innovation.</td>
</tr>
<tr>
<td>10. Outcomes</td>
<td>“How did we do? Can this become a new routine or long-term relationship?” […] Beyond a standard two player game, with a customer player and a provider player, ISPAR assumes there exists both an authority player as well as a competitor-criminal player.</td>
</tr>
</tbody>
</table>

Service systems worldview. These ten basic concepts underlie the service systems worldview ...

| 1. Resources                                                                 |
| 2. Service system entities                                                   |
| 3. Access rights                                                             |
| 4. Value-proposition-based interactions                                      |
| 5. Governance mechanisms                                                     |
| 6. Service system networks                                                   |
| 7. Service system ecology                                                    |
| 8. Stakeholders                                                              |
| 9. Measures                                                                  |
| 10. Outcomes                                                                 |

... the world is made up of populations of service system entities that interact (normatively) via value propositions to cocreate-value, but often disputes arise and so governance mechanisms are invoked to resolve disputes.

Formal service system entities are types of legal entities with rights and responsibilities, that can own property, and with named identities that can create contracts with other legal entities. [...] Formal service systems exist within a legal and economic framework of contracts and expectations.

Informal service system entities include families ..., open source communities ..., and many other societal or social systems that are governed typically by unwritten cultural and behavioral norms (social systems with rudimentary political systems).

Natural history of service system entities. Service science seeks to create an understanding of the formal and informal nature of service in terms of entities, interactions, and outcomes, and how these evolve (or are designed) over time. An initial premise is that the entities, which are sophisticated enough to engage in rationally designed service interactions that can consistently lead to win-win value cocreation outcomes, must be able to build models of the past (reputation, trust), present, and future (options, risk-reward, opportunities, hopes and aspirations) possible worlds, including models of themselves and others, and reason about knowledge value ....


Incubating Service Systems Thinking

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**Basic questions.** A general theory of service system entities and networks formed through value-proposition-based interactions has four parts

... which directly lead to the four basic types of questions that SSMED seeks to answer.

<table>
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<th>Science</th>
<th>Management</th>
<th>Engineering</th>
<th>Design</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>(improve understanding, map natural history, validate mechanisms, make predictions).</em></td>
<td><em>(improve capabilities, define progress measures, optimize investment strategy).</em></td>
<td><em>(improve control, optimize resources).</em></td>
<td><em>(improve experience, explore possibilities).</em></td>
</tr>
<tr>
<td>What are service system entities, how have they naturally evolved to present, and how might they evolve in the future? What can we know about their interactions, how the interactions are shaped (value propositions, governance mechanisms), and the possible outcomes of those interactions both short-term and long-term?</td>
<td>How should one invest to create, improve, and scale service system networks? How do the four measures of quality, productivity, compliance, and sustainable innovation relate to numerous key performance indicators (KPIs) of business and societal systems? Is there a “Moore’s Law” of service system investment? Can doubling information lead to a doubling of capabilities (performance) on a predictable basis?</td>
<td>How can the performance of service system entities and scaling of service system networks be improved by the invention of new technologies (and environmental infrastructures) or the reconfiguration of existing ones? What is required to develop a CAD (Computer-Aided Design) tool for service system entity and service system network design?</td>
<td>How can one best improve the experience of people in service system entities and networks? How can the experience of service system creation, improvement, and scaling be enhanced by better design? Can the space of possible value propositions and governance mechanisms be explored systematically?</td>
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**Sciences of the artificial.** Sciences of the artificial are different from natural sciences, and so it becomes especially important to consider these four parts – science, management, engineering, and design – as important knowledge components. In “The Sciences of the Artificial” (Simon 1996), Simon reflects “The world we live in today is much more man-made, or artificial, world than it is a natural world....

Service Science, Management, Engineering, and Design (SSMED) is emerging as one of the sciences of the artificial. Service science is knowledge about service system entities, value-proposition-based interactions (or value-cocreation mechanisms), governance mechanisms, and the other seven basic concepts. Following Simon even further, one could argue that service system entities are physical symbol systems, dealing with symbols that are named resources, and grounded in physical routines for carrying out the symbolic manipulations related to named resources.


Incubating Service Systems Thinking
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Social Systems Thinking as three perspectives: socio-psychological, socio-technical, socio-ecological

[... the] socio-psychological, the socio-technical and the socio-ecological perspectives ... emerged from each other in relation to changes taking place in the wider social environment. One could not have been forecast from the others. Though interdependent, each has its own focus. Many of the more complex projects require all three perspectives. [Trist & Murray 1997, p. 30]

**Socio-psychological**

... in Institute projects, the psychological forces are directed towards the social field, whereas in the Clinic, it is the other way around [with social forces directed toward the psychological field].

[Trist & Murray 1997, p. 31]

**Social-technical**

... the best match between the social and technical systems of an organization, since called the principle of joint optimization

... the second design principle, the redundancy of functions, as contrasted with the redundancy of parts.

[Trist & Murray 1997, p. 32]

**Socio-ecological**

... the context of the increasing levels of interdependence, complexity and uncertainty that characterize societies at the present time.

... new problems related to emergent values such as cooperation and nurturance.

[Trist & Murray 1997, p. 33]
Can we build on Social Systems Thinking towards a new Service Systems Thinking?

Social Systems Thinking

- Social organization
- Socio-psychological
- Socio-technical
- Socio-ecological
- Contextual field
- Environment (for the system of interest)

Service Systems Thinking (?)

- Beneficiary(ies), provider(s), designer(s)
- Construction, deployment, decommissioning
- Engagement (?)
- Development (?)
- Enjoyment (?)
- Commitments
- Customer signatory
- Supplier signatory
- Offerings
- Functionality, adaptability, sustainability
- Environment (for the system of interest)
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An evolution of pattern languages across domains

1979 http://books.google.com/books?id=H6CE9hIbO8sC


1977 http://books.google.com/books?id=6oHuKQe3TjQC


1994 http://books.google.com/books?id=6oHuKQe3TjQC
**127 INTIMACY GRADIENT**

... if you know roughly where you intend to place the building wings -- WINGS OF LIGHT (107), and how many stories they will have -- NUMBER OF STORIES (96), and where the MAIN ENTRANCE (110) is, it is time to work out the rough disposition of the major areas on every floor. In every building the relationship between the public areas and private areas is most important.

* * *

**Unless the spaces in a building are arranged in a sequence which corresponds to their degrees of privateness, the visits made by strangers, friends, guests, clients, family, will always be a little awkward.**

In any building -- house, office, public building, summer cottage - people need a gradient of settings, which have different degrees of intimacy. A bedroom or boudoir is most intimate; a back sitting room or study less so; a common area or kitchen more public still; a front porch or entrance room most public of all. When there is a gradient of this kind, people can give each encounter different shades of meaning, by choosing its position on the gradient very carefully. In a building which has its rooms so interlaced that there is no clearly defined gradient of intimacy, it is not possible to choose the spot for any particular encounter so carefully; and it is therefore impossible to give the encounter this dimension of added meaning by the choice of space. This homogeneity of space, where every room has a similar degree of intimacy, rubs out all possible subtlety of social interaction in the building.

We illustrate this general fact by giving an example from Peru - a case which we have studied in detail. [....]

The intimacy gradient is unusually crucial in a Peruvian house. But in some form the pattern seems to exist in almost all cultures. We see it in widely different cultures -- compare the plan of an African compound, a traditional Japanese house, and early American colonial homes -- and it also applies to almost every building type -- compare a house, a small shop, a large office building, and even a church. It is almost an archetypal ordering principle for all man's buildings. All buildings, and all parts of buildings which house well defined human groups, need a definite gradient from “front” to “back,” from the most formal spaces at the front to the most intimate spaces at the back.

In an office the sequence might be: entry lobby, coffee and reception areas, offices and workspaces, private lounge.

In a small shop the sequence might be: shop entrance, customer milling space, browsing area, sales counter, behind the counter, private place for workers.

In a house: gate, outdoor porch, entrance, sitting wall, common space and kitchen, private garden, bed alcoves.

And in a more formal house, the sequence might begin with something like the Peruvian sala -- a parlor or sitting room for guests.

127 INTIMACY GRADIENT**

... if you know roughly where you intend to place the building wings -- WINGS OF LIGHT (107), and how many stories they will have -- NUMBER OF STORIES (96), and where the MAIN ENTRANCE (110) is, it is time to work out the rough disposition of the major areas on every floor. In every building the relationship between the public areas and private areas is most important.

Therefore:

Lay out the spaces of a building so that they create a sequence which begins with the entrance and the most public parts of the building, then leads into the slightly more private areas, and finally to the most private domains.

* * *

At the same time that common areas are to the front, make sure that they are also at the heart and soul of the activity, and that all paths between more private rooms pass tangent to the common ones -- COMMON AREAS AT THE HEART (129). In private houses make the ENTRANCE ROOM (130) the most formal and public place and arrange the most private areas so that each person has a room of his own, where he can retire to be alone A ROOM OF ONE'S OWN (141). Place bathing rooms and toilets half-way between the common areas and the private ones, so that people can reach them comfortably from both BATHING ROOM (144); and place sitting areas at all the different degrees of intimacy, and shape them according to their position in the gradient - SEQUENCE OF SITTING SPACES (142). In offices put RECEPTION WELCOMES YOU (149) at the front of the gradient and HALF-PRIVATE OFFICE (152) at the back. . . .

* * *

Unless the spaces in a building are arranged in a sequence which corresponds to their degrees of privateness, the visits made by strangers, friends, guests, clients, family, will always be a little awkward.

INTIMACY GRADIENT **

Buildings: Gradients of space and movement

Problem
Unless the spaces in a building are arranged in a sequence which corresponds to their degrees of privateness, the visits made by strangers, friends, guests, clients, family, will always be a little awkward.

Solution
Lay out the spaces of a building so that they create a sequence which begins with the entrance and the most public parts of the building, then leads into the slightly more private areas, and finally to the most private domains.

Select High Order Pattern and ** Go ** to it.

- 96 NUMBER OF STORIES *
- 107 WINGS OF LIGHT **
- 110 MAIN ENTRANCE **

Select Low Order Pattern and ** Go ** to it.

- 129 COMMON AREAS AT THE HEART **
- 130 ENTRANCE ROOM **
- 141 A ROOM OF ONE'S OWN **
- 142 SEQUENCE OF SITTING SPACES *

Intimacy Gradient and Other Lessons from Architecture

A number of my posts have been about integrating different domains of thought and understanding how human behavior should be incorporated in the design of systems. In this post, I want to discuss the concept of the Intimacy Gradient in sociology, and how it relates to the work in the cryptography field. The topic of this post comes from the concept of Progressive Trust.

In order to provide Progressive Trust, you need to establish what I call the Intimacy Gradient.

The concept of Intimacy Gradient comes from architect Christopher Alexander. In his book *The Timeless Way of Building*, he uses the concept of the Intimacy Gradient to describe the way in which spaces in a building should be arranged to correspond to their degrees of privacy. The visits made by guests, clients, family, or others will always be a little awkward.

The Intimacy Gradient is also used in other media. As I noted in my review of *Seven Fingers of the Hand Circus*:

> When we arrived, we were led down the side of the theatre and all of a sudden I noticed that it looked like we were all being led backstage. We curve around and all of a sudden see an entrance -- maybe 5 feet tall requiring most of us to duck. We duck through and to our surprise, we are have walked through a refrigerator, and we are on the stage!

One of the 7 players welcomes us, and another offers random people a glass of tea as we walk across the stage to our seats. The stage is set like a city loft, with a TV, some couches, a bed, a bathtub and shower, a kitchen, and of course the refrigerator we entered through. On the stage, and chatting to members of the audience are the 7 cast members, all wearing comfortable looking white shorts or athletic and white t-shirts.

The audience arrives over 30 minutes and the 7 players act as if we are guests of their loft, serving some of us tea, chatting, sweeping the floor, etc.

Entering through the refrigerator door raised the intimacy of the experience for the audience of that circus. Thus in spite of it being produced in a large auditorium it felt as up-close and personal as did the much smaller *Circus Contraption*.

The Intimacy Gradient exists in movies as well -- anywhere you see a scene taking place in a public space that transitions down through smaller and tighter shots ultimately to a closeup of a face it is much more intimate than just cutting to the closeup.

In social software design, there also needs to be an Intimacy Gradient. One of the problems with Wikis is that there is often very little transition between public and intimate, and doing so can be quite jarring. SocialText, a Wiki service vendor, is aware of this problem and is "seeking to add more layers to the Intimacy gradient, without recreating the highly structured collaboration tools that exist today."

Ross Mayfield outlines this possible future Intimacy Gradient for SocialText:

- The broadest tier is a guest space, available to all
- The second tier is a knowledgebase, accessible to all employees and contractors
- The third tier is product development, for employees and contractors bound by a confidentiality agreement
- The fourth tier is for the core management team to share confidential financial and HR information
Welcome to the patterns home page. It is a source for information about all aspects of software patterns and pattern languages. If you are new to patterns, James Coplien and Richard Gabriel have created a succinct pattern definition.

Patterns and Pattern Languages are ways to describe best practices, good designs, and capture experience in a way that it is possible for others to reuse this experience. The Hillside Group takes pleasure in sponsoring many different PLoP conferences that are provided for the betterment of the pattern community.

Fundamental to any science or engineering discipline is a common vocabulary for expressing its concepts, and a language for relating them together. The goal of patterns within the software community is to create a body of literature to help software developers resolve recurring problems encountered throughout all of software development. Patterns help create a shared language for communicating insight and experience about these problems and their solutions. Formally codifying these solutions and their relationships lets us successfully capture the body of knowledge which defines our understanding of good architectures that meet the needs of their users. Forming a common pattern language for conveying the structures and mechanisms of our architectures allows us to intelligibly reason about them. The primary focus is not so much on technology as it is on creating a culture to document and support sound engineering architecture and design.
The Hillside Group – Software (Design) Pattern (Definition)

Software Patterns

by James O. Coplien
Bell Laboratories
Naperville, Illinois

Patterns are a recent software engineering problem-solving discipline that emerged from the object-oriented community. Patterns have roots in many disciplines, including literate programming, and most notably in Alexander's work on urban planning and building architecture. (Alexander, 1977).

The goal of the pattern community is to build a body of literature to support design and development in general. There is less focus on technology than on a culture to document and support sound design. Software patterns first became popular with the object-oriented Design Patterns book (Gamma et. al., 1995). But patterns have been used for domains as diverse as development organization and process, exposition and teaching, and software architecture. At this writing, the software community is using patterns largely for software architecture and design.

Here is a pattern used in Lucent telecommunication products such as the Switching System® (extracted informally from Adams, 1996):

Description

Name: Try All Hardware Combos

Problem: The control complex of a fault-tolerant system can arrange its subsystems in many different configurations. There are many possible paths through the subsystems. How do you select a workable configuration when there is a faulty subsystem?

Context: The processing complex has several duplicated subsystems including a CPU, static and dynamic memory, and several busses. Standby units increase system reliability. 16 possible
Example pattern – Lucent Telecommunications product

Description

Name: Try All Hardware Combos

Problem: The control complex of a fault-tolerant system can arrange its subsystems in many different configurations. There are many possible paths through the subsystems. How do you select a workable configuration when there is a faulty subsystem?

Context: The processing complex has several duplicated subsystems including a CPU, static and dynamic memory, and several busses. Standby units increase system reliability. 16 possible configurations (64 in the 4 ESS) of these subsystems give fully duplicated sparing in the 5ESS. Each such configuration is called a configuration state.

Forces: You want to catch and remedy single, isolated errors. You also want to catch errors that aren't easily detected in isolation but result from interaction between modules. You sometimes must catch multiple concurrent errors. The CPU can't sequence subsystems through configurations since it may itself be faulty. The machine should recover by itself without human intervention, many high-availability system failures come from operator errors, not primary system errors. We want to reserve human expertise for problems requiring only the deepest insights.

Solution: Maintain a 16-state counter in hardware called the configuration counter. There is a table that maps that counter onto a configuration state. The 5ESS switch tries all side 0 units (a complete failure group), then all side 1 units (the other failure group), seeking an isolated failure. When a reboot fails, the state increments and the system tries to reboot again. The subsequent counting states look for multiple concurrent failures caused by interactions between system modules.

Resulting Context: Sometimes the fault isn't detected during the reboot because latent diagnostic tasks elicit the errors. The pattern Fool Me Once solves this problem. And sometimes going through all the counter states isn't enough; see the patterns Don't Trust Anyone and Analog Timer.

Rationale: The design is based on hardware module design failure rates (in Failures in a trillion (FITs)) of the hardware modules. The pattern recalls the extreme caution of first-generation developers of stored program control switching systems.

This is a good pattern because:

• It solves a problem: Patterns capture solutions, not just abstract principles or strategies.

• It is a proven concept: Patterns capture solutions with a track record, not theories or speculation.

• The solution isn't obvious: Many problem-solving techniques (such as software design paradigms or methods) try to derive solutions from first principles. The best patterns generate a solution to a problem indirectly--a necessary approach for the most difficult problems of design.

• It describes a relationship: Patterns don't just describe modules, but describe deeper system structures and mechanisms.

• The pattern has a significant human component (minimize human intervention). All software serves human comfort or quality of life; the best patterns explicitly appeal to aesthetics and utility.

A pattern language defines a collection of patterns and the rules to combine them into an architectural style. Pattern languages describe software frameworks or families of related systems.

Source: http://hillside.net/patterns/50-patterns-library/patterns/222-design-pattern-definition
Patterns and Pattern Languages are ways to describe best practices, good designs, and capture experience in a way that it is possible for others to reuse this experience.\[1\]

<table>
<thead>
<tr>
<th>Pattern Name: (Use italics for pattern names per Meszaros).</th>
<th>Problem</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Give a statement of the problem that this pattern resolves. The problem may be stated as a question. <strong>Context</strong></td>
</tr>
<tr>
<td></td>
<td>Describe the context of the problem. <strong>Forces</strong></td>
</tr>
<tr>
<td></td>
<td>Describe the forces influencing the problem and solution. This can be represented as a list for clarity. • Force one • Force two <strong>Solution</strong></td>
</tr>
<tr>
<td></td>
<td>Give a statement of the solution to the problem. <strong>Resulting Context</strong></td>
</tr>
<tr>
<td></td>
<td>Describe the context of the solution. <strong>Rationale</strong></td>
</tr>
<tr>
<td></td>
<td>Explain the rationale behind the solution. <strong>Known Uses</strong></td>
</tr>
<tr>
<td></td>
<td>List or describe places where the pattern is used. <strong>Related Patterns</strong></td>
</tr>
<tr>
<td></td>
<td>List or describe any related patterns.</td>
</tr>
</tbody>
</table>

Here is a short and necessarily incomplete definition of a pattern:

A recurring structural configuration that solves a problem in a context, contributing to the wholeness of some whole, or system, that reflects some aesthetic or cultural value.\(^1\)

Pattern Name: A name by which this problem/solution pairing can be referenced

- **Problem**
  - The specific problem that needs to be solved.

- **Context**
  - The circumstances in which the problem is being solved imposes constraints on the solution. The context is often described via a "situation" rather than stated explicitly.

- **Forces**
  - The often contradictory considerations that must be taken into account when choosing a solution to a problem.

- **Solution**
  - The most appropriate solution to a problem is the one that best resolves the highest priority forces as determined by the particular context.

- **Rationale**
  - An explanation of why this solution is most appropriate for the stated problem within this context.

- **Resulting Context**
  - The context that we find ourselves in after the pattern has been applied. It can include one or more new problems to solve.

- **Related Patterns**
  - The kinds of patterns include:
    - Other solutions to the same problem,
    - More general or (possibly domain) specific variations of the pattern,
    - Patterns that solve some of the problems in the resulting context (set up by this pattern)

Writing Software Patterns

I've spent a lot of my writing energy writing patterns. From time to time, questions about why I do that and what makes a good pattern. This is how I look at patterns with my suggestions for people who are interested in patterns themselves.

Contents
- What is a Pattern
  - Patterns versus Recipes
  - Why are Patterns important?
- Important Parts of Patterns
  - Patterns are Solutions
  - An Evocative Name
  - Why as well as how
- Code Examples
- Common Pattern Forms
  - Alexandrian Form
  - GOF Form
  - Portland Form
  - Coplien Form
  - POSA Form
  - P of EAA Form
- Choosing Your Pattern Form
- Common Issues
  - Arranging Patterns into a Structure
  - Patterns and Pattern Languages
  - Granularity of Patterns
  - Tasks rather than Tools
  - Nothing new here

Gang-of-Four
(Gamma, Helm, Johnson, Vlissides 1994, Design Patterns)
- Intent
- Motivation
- Applicability
- Structure
- Participants
- Collaborations
- Consequences
- Implementation
- Sample Code
- Known Uses
- Related Patterns

Christopher Alexander
- (1) Picture with archetypal example
- (2) Paragraph sets context with how it helps to complete larger patterns
- (3) Three diamonds (start of problem)
- (4) Headline essence of problem (bold type)
- (5) Body of problem, empirical background
- (6) Solution instructions (bold type) describing field of physical and social relations
- (7) Diagram
- (8) Three diamonds (main body finished)
- (9) Paragraph that ties pattern to smaller patterns

Portland
(C2 wiki, short)
- Problem
- ... therefore ...
- Solution

Pattern-Oriented Software Architecture
- Summary
- Example
- Context
- Problem
- Solution
- Structure
- Dynamics
- Implementation
- Example resolved
- Variants
- Known uses
- Consequences
- See also

Patterns of Enterprise Application Architecture
- How it works
- When to use it
- Examples
### Design Patterns (Catalog)

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Design Pattern</th>
<th>Aspects That Can Vary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creational</td>
<td>Abstract Factory</td>
<td>families of product objects</td>
</tr>
<tr>
<td></td>
<td>Builder</td>
<td>how a composite object gets created</td>
</tr>
<tr>
<td></td>
<td>Factory Method</td>
<td>subclass of object that is instantiated</td>
</tr>
<tr>
<td></td>
<td>Prototype</td>
<td>class of object that is instantiated</td>
</tr>
<tr>
<td></td>
<td>Singleton</td>
<td>the sole instance of a class</td>
</tr>
<tr>
<td>Structural</td>
<td>Adapter</td>
<td>interface to an object</td>
</tr>
<tr>
<td></td>
<td>Bridge</td>
<td>implementation of an object</td>
</tr>
<tr>
<td></td>
<td>Composite</td>
<td>structure and composition of an object</td>
</tr>
<tr>
<td></td>
<td>Decorator</td>
<td>responsibilities of an object without subclassing</td>
</tr>
<tr>
<td></td>
<td>Facade</td>
<td>interface to a subsystem</td>
</tr>
<tr>
<td></td>
<td>Flyweight</td>
<td>storage cost of objects</td>
</tr>
<tr>
<td></td>
<td>Proxy</td>
<td>how an object is accessed; its location</td>
</tr>
<tr>
<td>Behavioral</td>
<td>Chain of Responsibility</td>
<td>object that can fulfill a request</td>
</tr>
<tr>
<td></td>
<td>Command</td>
<td>when and how a request is fulfilled</td>
</tr>
<tr>
<td></td>
<td>Interpreter</td>
<td>grammar and interpretation of a language</td>
</tr>
<tr>
<td></td>
<td>Iterator</td>
<td>how an aggregate's elements are accessed, traversed</td>
</tr>
<tr>
<td></td>
<td>Mediator</td>
<td>how and which objects interact with each other</td>
</tr>
<tr>
<td></td>
<td>Memento</td>
<td>what private information is stored outside an object, and when</td>
</tr>
<tr>
<td></td>
<td>Observer</td>
<td>number of objects that depend on another object; how the dependent objects stay up to date</td>
</tr>
<tr>
<td></td>
<td>State</td>
<td>states of an object</td>
</tr>
<tr>
<td></td>
<td>Strategy</td>
<td>an algorithm</td>
</tr>
<tr>
<td></td>
<td>Template Method</td>
<td>steps of an algorithm</td>
</tr>
<tr>
<td></td>
<td>Visitor</td>
<td>operations that can be applied to object(s) without changing their class(es)</td>
</tr>
</tbody>
</table>

To appreciate service systems, can we aspire beyond a (Design) Pattern Catalog to a Generative Pattern Language?

(Design) Pattern Catalog

<table>
<thead>
<tr>
<th>SCOPE</th>
<th>PURPOSE</th>
<th>Class</th>
<th>Object</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creational</td>
<td>Structural</td>
<td>Factory Method</td>
<td>Abstract Factory</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td>Command</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Iterator</td>
</tr>
</tbody>
</table>

Generative Pattern Language

Unfolding fitness (wholeness)

Centres and spaces, in layers and paces
Pattern Language and Systems Thinking?

A pattern doesn’t exist apart from a pattern language; its first purpose is to establish connections to other patterns in the language ([Alexander1977], p. xii). But to understand pattern languages, you must first understand what a pattern is. We know this is recursive, and to understand recursion, you must first understand recursion. We must start somewhere, and we start here: with patterns.

Here is a short and necessarily incomplete definition of a pattern:

A recurring structural configuration that solves a problem in a context, contributing to the wholeness of some whole, or system, that reflects some aesthetic or cultural value.

Some of these aspects of pattern don’t come out in the popular literature, and you may not find them all in the same place in Alexander’s definitions. But they are the key elements of what makes a pattern a pattern, and what makes it different from a simple rule. A pattern is a rule: the word configuration should be read as “a rule to configure.” But it is more than just a rule; it is a special kind of rule that contributes to the overall structure of a system, that works together with other patterns to create emergent structure and behavior. [p. 14]

Alexander believes that order in any system fundamentally depends on the process used to build the system. This is why the fundamental process is important (see the section PIECEMEAL GROWTH (6.2)). It is important that each step preserves structure and gradually adds local symmetries, and the organization unfolds over time. It is step-by-step adaptation with feedback. Simply following the pattern language doesn’t give you a clue about how to handle the feedback. So that’s why the fundamental process exists: to give complete freedom to the design process to attack the weakest part of the system, wherever it may be.

However, the fundamental process cannot work on a human scale without some kind of cognitive guide that is built on experience and which can foresee some of the centers that must be built. That’s what patterns are: essential centers.

If unfolding is important, how do you know what order to unfold things? The sequence is crucial. You want a smooth, structure-preserving unfolding. It shouldn’t feel like “organizational design.”

So, what a sequence does is:

- Preserves structure;
- Keeps you doing one thing at a time;
- Takes the whole organization into account at each step;
- May be repeated tens of thousands of times.

Sequences take you into unpredictability, and into circumstances you handle with feedback, always in the context of the whole organization. Sequences are where generativity comes from. [p. 37]

Source: Jim Coplien and Neil Harrison 2004. Organizational Patterns of Agile Software Development

June 2014 © 2014 David Ing
1. The Quality without a Name
... the essence of the Quality without a Name consists in the idea of design patterns that are alive and which, if identified in sufficient number, can be used to make up a whole pattern language for quality design.

2. Patterns that are Alive
As a rule, a room that does not have a window place lacks quality; its windows are just holes in the wall.

3. The Idea of a “Pattern Language”
... patterns are not arbitrary design ideas but can and need to be identified and verified through careful observation. Furthermore, patterns become meaningful only within a hierarchy of interdependent patterns, in which each pattern helps to complete larger (more generic) patterns within which it is contained, and in turn is further completed by smaller (more specific) patterns that it contains.

4. Against Modular Architecture
The way a pattern language works is not through a process of addition or combination of preformed parts of a design, but through a sequential process of unfolding, in which each pattern is developed in the context of the whole that is given by previously unfolded patterns ... Design thus resembles more the evolution of an embryo than the drawing of an architectural plan. It is a process of growth--of increasing differentiation--with the pattern language operating as its genetic code. No application of a pattern will ever generate exactly the same result, for the result depends on the context generated by the previous stages of growth. This is different from conventional architectural design, in which the details of a building are made from identical, modular parts (e.g., prefabricated windows).
The Quality Without a Name

Alexander’s search, culminating in pattern languages, was to find an objective (rather than a subjective) meaning for beauty, for the aliveness that certain buildings, places, and human activities have. The objective meaning is the quality without a name, and I believe we cannot come to grips with Alexander in the software community unless we come to grips with this concept. […]

The quality is an objective quality that things like buildings and places can possess that makes them good places or beautiful places. Buildings and towns with this quality are habitable and alive. The key point to this — and the point that really sets Alexander apart from his contemporaries and stirs philosophical debate—is that the quality is objective.

It started in 1964 when he was doing a study for the Bay Area Rapid Transit (BART) system …. One of the key ideas in this book was that in a good design there must be an underlying correspondence between the structure of the problem and the structure of the solution — good design proceeds by writing down the requirements, analyzing their interactions on the basis of potential misfits, producing a hierarchical decomposition of the parts, and piecing together a structure whose structural hierarchy is the exact counterpart of the functional hierarchy established during the analysis of the program. (Alexander 1964)

Alexander was studying the system of forces surrounding a ticket booth, and he and his group had written down 390 requirements for what ought to be happening near it. Some of them pertained to such things as being there to get tickets, being able to get change, being able to move past people waiting in line to get tickets, and not having to wait too long for tickets. What he noticed, though, was that certain parts of the system were not subject to these requirements and that the system itself could become bogged down because these other forces — forces not subject to control by requirements—acted to come to their own balance within the system. For example, if one person stopped and another also stopped to talk with the first, congestion could build up that would defeat the mechanisms designed to keep traffic flow smooth. Of course there was a requirement that there not be congestion, but there was nothing the designers could do to prevent this by means of a designed mechanism.

Alexander proposes some words to describe the quality without a name, but even though he feels they point the reader in a direction that helps comprehension, these words ultimately confuse. The words are alive, whole, comfortable, free, exact, egoless, and eternal. I’ll go through all of them to try to explain the quality without a name.
Patterns of Systems Thinking

This topic forms part of the Systems Thinking knowledge area (KA). It identifies systems patterns as part of the basic ideas of systems thinking. The general idea of patterns and a number of examples are described. A brief conclusion discusses the maturity of systems science from the perspective of principles and patterns.

Contents

1 Systems Patterns
   1.1 Pattern Definitions and Types
   1.2 Basic Foundational Patterns
      1.2.1 Hierarchy and Network Patterns
      1.2.2 Metapatterns
   1.3 Systems Engineering Patterns
   1.4 Patterns of Failure: Antipatterns
      1.4.1 System Archetypes
      1.4.2 Software and Other Antipatterns
   1.5 Patterns and Maturity

2 References
   2.1 Works Cited
   2.2 Primary References
   2.3 Additional References

3 SEBoK Discussion

Systems Patterns

This section first discusses definitions, types, and pervasiveness of patterns. Next, samples of basic patterns in the form of hierarchy and network patterns, metapatterns, and systems engineering (SE) patterns are discussed. Then samples of patterns of failure (or 'antipatterns') are presented in the form of system archetypes, along with antipatterns in software engineering and other fields. Finally, a brief discussion of patterns as maturity indicators is given.

Pattern Definitions and Types

The most general definition of pattern is that it is an expression of an observed regularity. Patterns exist in both natural and artificial systems and are used in both systems science and systems engineering (SE). Theories in science are patterns. Building architecture styles are patterns. Engineering uses patterns extensively.

Patterns are a representation of similarities in a set or class of problems, solutions, or systems. In addition, some patterns can also represent uniqueness or differences, e.g., uniqueness pattern or unique identifier, such as automobile vehicle identification number (VIN), serial number on a consumer product, human fingerprints, DNA. The pattern is that a unique identifier, common to all instances in a class (such as fingerprint), distinguishes between all instances in that class.

The term pattern has been used primarily in building architecture and urban planning by Alexander (Alexander et al. 1977, Alexander 1979) and in software architecture by Gamma et al. 1995, Fowler et al. in 1997. The definition of pattern will vary according to the discipline.
Scrum Patterns Summary

Source: https://sites.google.com/a/scrumorgpatterns.com/www/scrumpatternssummary
Javier Garzás interview with Jim Coplien

I’m Product Owner for the Scrum Patterns effort, Scrum PLoP® (http://www.scrumplop.org). It is, in some ways, an outgrowth of the organizational patterns work that started 20 years ago (http://orgpatterns.wikispaces.com). I’m proud of this work because it is the only body I know of that is chartered as a non-partisan group to evolve a rationalized definition of Scrum. […]

There are three factors that make the Scrum Patterns special.

1. They adopt a systems thinking view of organizational transformation, rather than a rulebook approach. This means that we can get beyond technique to organizational structure and to principles and values, and really address the human issues that make complex development so hard. Patterns help us think in systems ways that are more or less the opposite of “root cause analysis.”

2. The Scrum Patterns are shaped by the thinking at the foundations of Scrum and written first-hand by those great thinkers: Jeff Sutherland, Michael Beedle, Gabrielle Benefield, Jens Østergaard, and more.

3. They reflect input from all the major certifying entities, and where we lack engagement with key constituencies today we are always seeking to be inclusive with more folks.

I think it’s important to understand that what we’re building isn’t just a pattern catalog. You shop by paging through a catalog and choose one or two things to take home. We are building much more formal constructs called pattern languages. Pattern languages include sets of rules that constrain meaningful combinations of patterns according to a generative grammar, that can be used by the designer to generate a myriad of wholes. What this means in layman’s terms is that we are building a roadmap that can inspire organizations by showing them the many paths to building great Scrum teams. A pattern language requires judgment, insight, and adaptation on the part of its users. Very few of the publications currently called “patterns” have this generative ability. However, the inventor of patterns, Christopher Alexander, insists that this is an essential property of patterns. They compose with each other to create “morphological wholes.” These Wholes are teams, value streams, relationships, cycles in time, and other structures in the development organization. […]

Most engineering students think in terms of short time frames; a good mature engineer thinks ahead to how use and nature will cause a structure to weaken or become obsolete. Patterns attack that kind of entropy. Engineers building Japanese temples today plant trees that will be used to build their successors 200 years from now; patterns in construction lay a foundation for a good future by understanding the past.
### Scrum Patterns Summary

**The patterns without which Scrum is unlikely to work**

These patterns are Scrum. In June 2008, founders of Scrum and Organizational Patterns met together with a small number of other experts from both camps to map out patterns from the book *Organizational Patterns of Agile Software Development* as they apply to projects under the Scrum framework. These patterns represent elements of the framework, as well as fundamental practices which dissect the framework into its fundamental underlying components. Because patterns work at the level of structure rather than cause-and-effect, we call these patterns Second-Level Scrum patterns, which can be compared to the First- and Third-level Scrum patterns described below.

These patterns are independent of software development per se. The group also agreed to patterns without which Scrum is unlikely to succeed, and about which Jeff Sutherland said he has incorporated into every Scrum he has started. These can be found on the page [Software Scrum Patterns](https://sites.google.com/a/scrumorgpatterns.com/www/scrumpatternssummary).

The third and final part of the picture is the pattern language by Beedle et al. that describes the cause-and-effect components of Scrum. You can see a summary of those on the page [First-Level Scrum Patterns](#).

See the pattern language picture at the bottom of this page.

<table>
<thead>
<tr>
<th>Pattern Name</th>
<th>Description</th>
<th>Scrum Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNITY OF TRUST</strong></td>
<td>People are open enough to surface uncomfortable truths</td>
<td>Scrum is based on honesty, openness, and visibility</td>
</tr>
<tr>
<td><strong>WORK QUEUE</strong></td>
<td>Don't use continuous integration, because that makes it difficult for the team to have a shared vision of where the base stands. Integrate public integrations regularly.</td>
<td>You have a product backlog and a sprint backlog</td>
</tr>
<tr>
<td><strong>NAMED STABLE BASES</strong></td>
<td>While continuous integration is the norm, you also have a delineated, agreed target where everything must converge in a coordinated way at the end of a sprint. Also, some architectural changes cannot be made piecemeal but are best handled by offline work on a branch administered by the source management system.</td>
<td>While continuous integration is the norm, you also have a delineated, agreed target where everything must converge in a coordinated way at the end of a sprint. Also, some architectural changes cannot be made piecemeal but are best handled by offline work on a branch administered by the source management system.</td>
</tr>
<tr>
<td><strong>ENGAGE CUSTOMERS</strong></td>
<td>Customers should be tightly coupled to the organization</td>
<td>Scrum has no customer role! However, no Scrum would be complete without one. Note that the Product Owner is not the customer: the Product Owner stands to optimize ROI for the enterprise, and though this role takes input from the customer, it is not the locus of caring for customer interests! However, also see Surrogate Customer below.</td>
</tr>
<tr>
<td><strong>SIZE THE ORGANIZATION</strong></td>
<td>Start small and grow gradually</td>
<td>Small teams work best. Scrum talks about teams of seven plus or minus two people; over time, the smaller teams have been winning out over the larger ones.</td>
</tr>
<tr>
<td><strong>FEW ROLES</strong></td>
<td>The total number of roles is small</td>
<td>Of course, original Scrum has only three roles. However, because Domain Expertise Roles is also important we admit a small number of specialized roles. If there are too many roles (areas of specialization) the specialization works against the process of finding out what you need to focus on first.</td>
</tr>
</tbody>
</table>

---

**FEW ROLES**

The total number of roles is small.

---

**INFORMAL LABOR**

If developers need to do the most important thing now, then let developers negotiate among themselves or “just figure out the right thing to do” as regards short-term plans, instead of master planning.

---

**PROGRAMMING**

You have fixed-length sprints.

---

**STAND-UP MEETING**

Get the team together for a regular short meeting to exchange status information.

---

**SURROGATE CUSTOMER**

Sometimes, if it is inconvenient or impossible to talk to a real customer in real time, you need a local stand-in.

---

**ENGAGE QUALITY ASSURANCE**

Quality Assurance is not an afterthought.

---

**SELF-SELECTING TEAM**

Appointed teams don’t work. The people should decide what people should be on which teams.

---

**PRODUCER ROLES**

If your organization has too many roles, but does not know which to eliminate, then identify roles as Producers, Supporters, or Deadbeats; eliminate the Deadbeats and combine some of the Supporters.

---

**ORGANIZATION FOLLOWS LOCATION**

Units of a feather flock together; the organization is colocated.

---

**DEVELOPER CONTROLS PROCESS**

The developer calls the shots.

---
What we mean by "pattern"

For the purposes of this project, a pattern is a feature we believe shows up repeatedly in group processes that result in deepening, connection, and a fulfillment of purpose.

Scope: Our scope is the realm of deliberative/dialogic group processes aimed at goals such as decision-making, input, feedback, strategizing, visioning, and conflict resolution, that take place in the context of meetings, conferences, and other convenings that have these goals. Thus there are many times when people gather together that are beyond our zone of exploration (weddings, soccer matches, choir practice, etc.), although some of the patterns we come up with might also sometimes apply beyond our chosen domain.

While recognizing that there is a lot of overlap between patterns of face-to-face and online interaction, we are focused on face-to-face settings.

While we believe that many of these patterns show up cross-culturally, we do not make the claim that our pattern language is universal. This language is being written by a cross-section of North Americans from a variety of group backgrounds (political activism, communal living, and other alternative cultures; higher education; corporate experience in finance, software, and other fields; religious organizations; nonprofit management; indigenous tribes; public agency work; etc.). That diversity lends strength but falls far from addressing all places and groups. Any session takes place within a specific cultural context, and our assumption is that users of this language will take what inspires them and adapt appropriately.

Range: If you think about everything that goes into making a group conversation fulfilling, there is a vast range of things to pay attention to, from the most general to the most specific. In crafting this language, we ask people to focus on a particular middle section within this range, and hold your thinking at that level. We want to avoid being too general: For example, values such as democracy and cooperation, or principles such as Schwarz’s “valid information” and “free and informed choice,” are assumed or embedded rather than explicitly considered in the body of this work. We also want to avoid being too specific: There is a level of detail that is already well-represented in the existing literature and that we do not seek to replicate, namely:

- listing and explanations of methods (e.g. The Change Handbook);
- catalogues of tools and techniques.
Group Works: A Pattern Language for Bringing Life to Meetings and Other Gatherings

1. Intention

Serving and attending to the larger purpose for the gathering and how it is manifested, including addressing its longer term meaning and consequence. Why are we here, what’s our shared passion, and what are we aiming to accomplish.

<table>
<thead>
<tr>
<th>Commitment</th>
<th>Priority Focus</th>
<th>Setting Intention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invitation</td>
<td>Purpose</td>
<td></td>
</tr>
</tbody>
</table>

2. Context

Understanding and working with the broader context and circumstances both in place and in culture.

- Aesthetics of Space
- Group Culture
- Power of Place
- Circle
- History and Context
- Whole System in the Room
- Gaia
- Nooks in Space and Time

3. Relationship

Creating and maintaining quality connection with each other, honouring our full selves, and recognizing power relations. Includes being authentic and sometimes foregrounding emotional needs in the moment rather than task.

- Appreciation
- Breaking Bread Together
- Celebrate
- Good Faith Assumptions
- Honour Each Person
- Hosting
- Tend Relationships
- Power Shift
- Transparency

4. Flow

Covers rhythm, energy, and pacing. When we do what and for how long. Things to pay attention to both in anticipating the event and in responding to circumstances in the moment, to support movement along the intended trajectory toward the desired outcome.

- Balance Process and Content
- Balance Structure and Flexibility
- Closing
- Divergence and Convergence Rhythm
- Follow the Energy
- Iteration
- Opening and Welcome
- Preparedness
- Reflection/Action Cycle
- Right Size Bite
- Ritual
- Seasoned Timing
- Subgroup and Whole Group
- Trajectory

Source: http://groupworksdeck.org/patterns_by_category
Liberating Voices!
A Pattern Language for Communication Revolution

We are now in the 7th year of a 12-year project to help understand, motivate and inform the worldwide movement to establish full access to information and communication — including the design and management of information and communication systems.

We’re working together to develop one or more “pattern languages” which can help people think about, design, develop, manage and use information and communication systems that more fully meet human needs now — and in the future.

Our “pattern language” is a holistic collection of “patterns” that can be used together to address an information or communication problem. Each “pattern” in this pattern language, when complete, will represent an important insight that will help contribute to a communication revolution.

The book that contains the first version of the Liberating Voices pattern language is now available from MIT Press. There are several “context” chapters in addition to the 136 patterns. The patterns are also available on this site, some in slightly different form.

Using a Network of Patterns

30 Public Agenda

37 Citizen Science

45 Open Action and Research Network

26 Earth’s Vital Signs

47 Meaningful Maps

ACCESS TO PATTERNS

Contributors
Liberating Voices (book) Patterns
Pattern Pool (all submissions)
References in book patterns
I feel lucky! Look at a random pattern
Pattern Language Mailing List Join the Liberating Voices! discussion!

SEVEN RANDOM PATTERNS

Transforming Institutions
Public Agenda
Digital Emancipation
Transparency
Community Building Journalism
Engaged Tourism
Whistle Blowing

PATTERN LANGUAGE DOCUMENTS

Pattern Cards for workshops (under development)
Statement of Purpose
All patterns in the system are linked to each other into a network. All patterns are intended to be used independently — and with other patterns.

Source: http://www.publicsphereproject.org/patterns/
Society's great scientific capacity to measure and interpret the world and the role of humans in nature has failed to translate into improved environmental stewardship. Modern environmental challenges are often difficult to see, difficult to track in time and space from their sources, and threaten global consequences. The increasing complexity and chronic or acute nature of today's environmental problems requires a revolution of decisionmaking and systemic integration of earth's vital signs.

Context:
Signals detected by scientists about earth's natural patterns and processes and the impacts of humans on these processes are earth's signs - indicators of what can be seen as either ecological health or the capacity of the environment to accommodate human demands. The conditions of earth's systems tend to be worsening on a global scale, but they dramatically from place to place. Human decisions about how to live on earth drive these trends and can potentially reverse their negative directions.

Policymakers, public interest organizations, universities, and governments can utilize earth's signs to better manage human and environmental well-being. Policymakers' decisions about sustainable practices in land- and resource-dependent sectors can be backed by scientific understanding about the effects of policies on resources. Citizens demand better environmental stewardship from their leaders at local to global scales with improved access to a translation of relevant earth information at the proper scale. Governments and enforcement bodies can strengthen monitoring capabilities and base development decisions on the latest information about trends in human impacts on earth.
Agenda

<table>
<thead>
<tr>
<th>A. SSMED: Service Science, Management, Engineering and Design</th>
<th>↔ Systems Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Social Systems Thinking</td>
<td>→ Service Systems Thinking</td>
</tr>
<tr>
<td>C. (Design) Pattern Catalog</td>
<td>→ Generative Pattern Language</td>
</tr>
<tr>
<td>D. Wiki as Inductive-Consensual</td>
<td>→ (Federated) Wiki as Multiple Perspectives</td>
</tr>
<tr>
<td>E. Copyright Assignment</td>
<td>→ Incubating towards Open Source</td>
</tr>
</tbody>
</table>
Design of inquiring systems: Ways of knowing (1, 2)

Design of inquiring systems: Ways of knowing (3, 4)

Design of inquiring systems: Ways of knowing (5)

The first way of knowing: Inductive-Consensual IS
- Objective
- Agreed Criteria
- Scorecard
- Rank

The second way of knowing: Analytic-Deductive IS

The fifth way of knowing: Systems Approach (with multiple perspectives)
 guarantor = progress (sweeping-in process)
the distinct and separate existence of each of the various ISs is a fiction!

The fourth way of knowing: Dialectic IS

The third way of knowing: Multiple Realities IS

Inductive-consensual Wiki revise-revert cycles become
Federated Wiki perspectives, branch-merge or fork

Design thinking is different and therefore it feels different.
Firstly it is not only convergent. It is a series of divergent and convergent steps. **During divergence we are creating choices and during convergence we are making choices.** For people who are looking to have a good sense of the answer, or at least a previous example of one, before they start divergence is frustrating. It almost feels like you are going backwards and getting further away from the answer but this is the essence of creativity. Divergence needs to feel optimistic, exploratory and experimental but it often feels foggy to people who are more used to operating on a plan. Divergence has to be supported by the culture.

The second difference is that design thinking relies on an interplay between analysis and synthesis, breaking problems apart and putting ideas together. Synthesis is hard because we are trying to put things together which are often in tension. Less expensive, higher quality for instance. […] Designers have evolved visual ways to synthesize ideas and this is another one of the obstacles for those new to design thinking; a discomfort with visual thinking. A sketch of a new product is a piece of synthesis. So is a scenario that tells a story about an experience. A framework is a tool for synthesis and design thinkers create visual frameworks that in themselves describe spaces for further creative thinking.

Strategic Assumption Surfacing and Testing

I. ASSUMPTION SPECIFICATION

Original Strategies → Data → Assumptions

II. DIALECTIC PHASE

Counter Strategies ← Data ← Assumption Negation

III. ASSUMPTION INTEGRATION PHASE

Strategy Pool → Data → Assumption Pool

IV. COMPOSITE STRATEGY CREATION

“Best” Strategy ← Data ← Acceptable Assumptions

By working backwards to underlying assumptions, the proposed process ... requires that each strategy contain in addition to supporting data a list of assumptions (i.e., given conditions, events, or attributes that are or must be taken as true) which implicitly underlie the strategy.

... each assumption previously identified is negated and reformulated as a counter-assumption that negates the spirit of the original statement. If the counter-assumption is implausible, it is dropped. Those counter assumptions which one can conceive of as being true or plausible in some circumstances are then examined individually and collectively to see if they can be used as a basis both for defining and deducing an entirely new strategy.

Instead of trying to resolve differences in strategies directly at the resultant level of strategy, the process concentrates on negotiating an acceptable set of assumptions that the decision makers are prepared to take as given conditions for the formulation of the problem.

... development operates on a more rational basis as defined in traditional problem solving and decision theory terms. The composite set of acceptable assumptions can be used as an explicit foundation upon which the problem can be defined.

Wiki was invented to support pattern language collaborations

Front Page

This ContentCreationWiki is focused on PeopleProjectsAndPatterns in SoftwareDevelopment.

The idea of a "Wiki" may seem odd at first, but dive in, explore its links and it will soon seem familiar. "Wiki" is a composition system; it's a discussion medium; it's a repository; it's a mail system; it's a tool for collaboration. We don't know quite what it is, but we do know it's a fun way to communicate asynchronously across the network.

To find a page on any specific topic, go to FindPage. To see an auto-generated list of pages which have changed recently, try RecentChanges. If you want a short list of randomly-selected pages, try RandomPages. CategoryCategory is the top level of page categorization; you can use it to delve deeper into the site.

Edit pages by using the>EditText link at the bottom of the page you wish to edit. Don't worry too much about messing up, as the original text is backed up and can be easily restored (meaning, everyone can see the changes made, and will be able to correct mistakes, erase, and so on, if necessary).

The TextFormattingRules are quite simple, and the TipsForBeginners will help you learn to apply them gracefully. You'll probably want to start by editing pages that already exist. The WikiWikiSandbox is set aside for editing practice. Go there now to try it. (Please don't edit this page; changes here will likely be reversed within a few minutes).

Design Patterns

Each pattern describes a problem which occurs over and over again in our environment, and then describes the core of the solution to that problem, in such a way that you can use this solution a million times over, without ever doing it the same way twice. -- ChristopherAlexander

A design pattern systematically names, motivates, and explains a general design that addresses a recurring design problem in object-oriented systems. It describes the problem, the solution, when to apply the solution, and its consequences. It also gives implementation hints and examples. The solution is a general arrangement of objects and classes that solve the problem. The solution is customized and implemented to solve the problem in a particular context. - DesignPatternsBook

Some topics that categorize DesignPatterns into the GangOfFour categories:

Given that patterns could be applied to many different disciplines, I would suggest that we talk about SoftwareDesignPatterns, to differentiate from ArchitecturalDesignPatterns or other kinds. Then the question is, are there any design patterns that work across specific disciplines? I doubt it, although there may be some "meta" patterns...

Why it is easier to find an AntiPattern than a DesignPattern or an AmeliorationPattern in this Wiki?
We're writing about computer programs in a new stylistic form called pattern languages. The form has many internal references which map well to hypertext links. We've added links to published (or soon to be published) documents. Short summaries appear in the...

- Pattern Language Catalog

We've also created a space for exploring the not-quite-yet patterns we all carry around in our heads...

- People, Projects & Patterns

The Hillside Group's Patterns Home Page lists other pattern resources including papers, books, conferences.

New survey results are in. This form tallies survey responses as they are made. Have a look to see what people like about...
Collaboration evolution as Fork-Join, and Branch-Merge

Source: David Ing, *Open source with private source: coevolving architectures, styles and subworlds in business* (forthcoming)
Git and Github: Work Organization

Git is architected as decentralized, with an origin from where individuals may push to and pull from (as well as amongst each other).

This organization of work enables individuals to first work independently, and then subsequently discuss merging their changes together.

Welcome Visitors

Welcome to the Smallest Federated Wiki. This page was first drafted Sunday, June 26th, 2011. The pages on this particular site have been edited to describe how to get things done on many of the federated sites.

Featured Sites

- sites.fed.wiki.org
  A catalog of federated wiki sites with domain names for page titles and brief descriptions tuned to look good in search results. Know your federation.

- Topic Based Subsets
  We pick topics that have been of lasting interest and subset them into their own federated wiki sites. We've built this feature into c2 wiki's Subset Wiki bridge and only use it here. github

Learn More

Read a little bit of How To Wiki. Then move on to our Sandbox and give your new knowledge a workout. Still confused? Look for answers in our Frequently Asked Questions, updates in Recent Changes.
Google Wave: we came, we saw, we played D&D

Give a bunch of computer geeks a new medium to play around with, and watch the magic happen. From the early days of the printing press to the dawn of the internet, what humans do upon inventing a new medium is distinguishing. The tools we make may hold true for most humans and most media, there is always a niche for the true eccentrics. From NetHack to play-by-post forums on the Worldwide Web, upon inventing a new medium is play Dungeons and Dragons. When the role-playing game itch is scratched.

Thus it was that when I finally got my Google Wave invite, I was more than a little bit surprised to quickly discover a handful of Wave users whose active progress, and many more in various stages of planning to join. I reached out to a few people from the sideline and talked to some Game Masters to see what the consensus was. It seemed that Google Wave has as much RPG potential as a virtual version of the proverbial tabletop.

Getting oriented

If you're not familiar with the concept behind Wave, don't worry—it's hard to explain. You have to attempt to use it for something before you get any kind of handle on what it is, what it isn't, and what it probably should be. If I had to describe, the best I could do is this: Wave is a mash-up of email, IM, and social networking, all in one.
Roleplaying on the Wave: An Index of Wave-Borne RPGs.

This wave is moderated. Please follow these rules when contributing!

A directory of tabletop-style and play-by-post roleplaying games taking place on Google Wave. When adding your game, please include the following:

- Game Type: (D&D, World of Darkness, Serenity, Etc.)
- Wave Link or Contact:
- Accepting New Players: Yes or No?
- Gameplay Pace: Realtime, Play by Post, or something else?
- Additional Information about the Game

[not-yet-implemented-user] gave everyone access.

carlesweinroth@googlewave.com: Oct 20

Roleplaying on the Wave: An Index of Wave-Borne RPGs.

This wave is moderated. Please follow these rules when contributing!

A directory of tabletop-style and play-by-post roleplaying games taking place on Google Wave. When adding your game, please include the following:

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- Accepting New Players: Yes or No?
- Gameplay Pace: Realtime, Play by Post, or something else?
- Additional Information about the Game

wstop@googlewave.com: Oct 24

Well, I've been trying to get a game together for a couple of days now.

- Game Type: Spirit of the Century
- Wave Link or Contact: wstop@googlewave.com
- Accepting new players: Yes. Seeking people that can play 1:00AM GMT on Sundays (7:00PM CST on Saturdays my time).
- Additional Info: I have never GMed or played SoC before, but I do promise to work my rear off to make sure the game comes out AWESOME.

Tags: roleplaying, rp, tabletop, tabletop, rpg, d&d, dnd, WOD, NWOD, OWOD, rpg.net, index, directory

shadowrun

ztenes@googlewave.com: Oct 24

Ok, well then Korvald grips his staff in his eyes while whispering his prayer. He focuses on this wounded beetle and brings his R+2 attack to bear.

1d20+5: 22 vs AC

Quinn Conklin: the brand flashes in to fire, beetles back and it shreakes in pain try to hit it but it's ininctle glare. How much damage did you do?

so its 1d8+1: 9, but I also give Ekemon his next attack roll, so he'll get +9 in the end.

battered fire beetle: staggars back from cloud of burning vapor catching all three of you in it.

LI 1d20+4: 19 vs reflex
Ekemon 1d20+4: 19 vs reflex
Korvald 1d20+4: 14

tzenes@googlewave.com: Oct 24

that's a hit!
Frequently, we see the scope of action of our group/collective/organization on Internet limited by several aspects, such as distance, economic means or technical knowledge, which make us heavily dependent on others. What would happen if we were able to overcome those problems ourselves, without any technical and economic effort?

Kune allows the collaborative management of a collective with just an Internet connection.

What would you be able to do with Kune?
You could create an online group space for the creation of collaborative documents, build your group website, plan and hold meetings in real time, interact or share your contents with other users of your group or others in your social network.

**What is Kune, then?**

- Is it a communication tool? Yes, in several ways: chat (compatible with gmail and similar ones) and other more advanced ways to stay in touch...
- Is it a social network? Yes, although not centralized (as one big library) but distributed (as many interconnected libraries).
- Is it a real-time creation system for documents, like Google Drive? Yes.
- Is it an advanced new generation email system? Yes, showing your ongoing conversations and draft documents in an Inbox.
- Is it an online collaborative space for your collective/group? Yes, where you can share/build together.
- Is it a multimedia space? Yes, you can integrate and share videos, photos, maps, twitter...
- Is it free? Yes, fully free/libre open source software and Creative Commons contents.
- Could it help us to create our website? Yes (currently in development)...
- Is it extensible? Yes, the same way as Firefox is, with many add-ons to do many other things.
- Besides, it protects your privacy and encourages the sharing of knowledge and common goods.
Collaborate seamlessly on documents! This pad text is synchronized as you type, so that everyone viewing this page sees the same text. No need to press a save button.

Create your own board and a (secret) name for it here: http://board.net. Pass it on to your colleagues with the share button.

**board.net features**

- simultaneous writing
- share the URL with others (nobody else knows it and no search engine crawls on it)
- timeslider - view any previous board status (be patient, may require reloading the board)
- bookmark versions
- get e-mail notifications when someone starts or finishes editing (currently off)
- invite others by e-mail (currently off)
- offline viewing (currently off)
- embed via iFrame into your webpage
- optimized for printing (currently off)
- text chat on each board
- talk to another author via audio and video (enter your names top right, click on icon. Based on WebRTC, needs advanced browser like latest Firefox >22 or Chromium, no further plugin required, feature is in beta testing) (currently off)
- based on open source Etherpad-Lite technology, more features to come
- free and ad-free (we might ask for a donation in future)

**FAQs**

Place questions and exchange experience on using board.net here

**Can I protect a board with a password?**

Currently no, and honestly: you won't need it. Simply choose a (long) name of your board which cannot be easily guessed. Pass it on to your colleagues. No search engine is able to find out the board names.

**Editing does not work or I got an error message**

Use a Firefox or Chromium browser, they are the most compatible, IE may not work at all, not all Safari browsers may work.

If the board "hangs" and you have no clue, simply wait until the next day. The board server is restarted every night at 6 a.m. CET to collect all "dead" boards.

If you happen to get a message "An error occurred" you don't need to send it to us, we'll have it in the log files and will try to analyse it at each software update cycle.
## Agenda

<table>
<thead>
<tr>
<th>A. SSMED: Service Science, Management, Engineering and Design</th>
<th>↔ Systems Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Social Systems Thinking</td>
<td>→ Service Systems Thinking</td>
</tr>
<tr>
<td>C. (Design) Pattern Catalog</td>
<td>→ Generative Pattern Language</td>
</tr>
<tr>
<td>D. Wiki as Inductive-Consensual</td>
<td>→ (Federated) Wiki as Multiple Perspectives</td>
</tr>
<tr>
<td>E. Copyright Assignment</td>
<td>→ Incubating towards Open Source</td>
</tr>
</tbody>
</table>
The terms of contributions to a multi-organization, multi-person project should be clear at the outset

Copyright Assignment and Ownership
There are three ways to handle copyright ownership for free code and documentation that were contributed to by many people. The first is to ignore the issue of copyright entirely (I don't recommend this).

The second is to collect a **contributor license agreement (CLA)** from each person who works on the project, explicitly granting the project the right to use that person's contributions. [...] The third way is to get **actual copyright assignments from contributors**, so that the project (i.e., some legal entity, usually a nonprofit) is the **copyright owner** for everything. This is the most legally airtight way, but it's also the most burdensome for contributors; only a few projects insist on it.

Note that even under centralized copyright ownership, the code remains free, because open source licenses do not give the copyright holder the right to retroactively proprietize all copies of the code....


The Open Source Definition

**Introduction**
Open source doesn't just mean access to the source code. The distribution terms of open-source software must comply with the following criteria:

1. **Free Redistribution**
The license shall not restrict any party from selling or giving away the software as a component of an aggregate software distribution containing programs from several different sources. The license shall not require a royalty or other fee for such sale.

2. **Source Code**
The program must include source code, and must allow distribution in source code as well as compiled form. [...] The license must allow modifications and derived works, and must allow them to be distributed under the same terms as the license of the original software.

3. **Derived Works**
The license must explicitly permit distribution of software built from modified source code.

4. **Integrity of The Author's Source Code**
The license must not require a royalty or other fee for such sale.

5. **No Discrimination Against Persons or Groups**

6. **No Discrimination Against Fields of Endeavor**
The license must not restrict anyone from making use of the program in a specific field of endeavor. For example, it may not restrict the program from being used in a business, or from being used for genetic research.

7. **Distribution of License**

8. **License Must Not Be Specific to a Product**

9. **License Must Not Restrict Other Software**

10. **License Must be Technology-Neutral**

### Choosing a License

Although there are many open source licenses [1], the important ones can be divided into two categories, and within each category only a few licenses are in widespread use.

#### The “Anything Goes” Licenses

These place very few restrictions on what can be done with the code, including using the code in proprietary derivative works. They require only attribution in a specified manner. The most widely-used licenses of this type are:

- BSD-style
- MIT/X11-style
- Apache Software License, version 2

#### The Copyleft (so-called “viral”) Licenses

These also allow open distribution, modification, and re-use of the code (with attribution), but insist that any derivative works be distributed under the same terms. Thus proprietary derivatives by third parties are not possible (unless the copyright holder gives permission). Note, however, that commercial use and derivation by anyone is permitted, as long as the terms of the license are honored. Widely-used licenses of this type are:

- GPLv3 (GNU General Public License, version 3)
- AGPLv3 ( Affero GPL, version 3)

### The MIT License (MIT)

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The Apache Foundation incubation process might be adapted for our needs, or compared to alternatives

<table>
<thead>
<tr>
<th>Formulating a Proposal</th>
<th>Proposal Template</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Preparation</td>
<td>• Abstract</td>
</tr>
<tr>
<td>• Project Name</td>
<td>• Proposal</td>
</tr>
<tr>
<td>• Presentation</td>
<td>• Background</td>
</tr>
<tr>
<td>• Developing The Proposal</td>
<td>• Rationale</td>
</tr>
<tr>
<td>• The Vote</td>
<td>• Initial Goals</td>
</tr>
<tr>
<td></td>
<td>• Current Status</td>
</tr>
<tr>
<td></td>
<td>• Meritocracy</td>
</tr>
<tr>
<td></td>
<td>• Community</td>
</tr>
<tr>
<td></td>
<td>• Core Developers</td>
</tr>
<tr>
<td></td>
<td>• Alignment</td>
</tr>
<tr>
<td>• Known Risks</td>
<td>• Known Risks</td>
</tr>
<tr>
<td>• Orphaned products</td>
<td>• Inexperience with Open Source</td>
</tr>
<tr>
<td>• Inexperience with Open Source</td>
<td>• Homogenous Developers</td>
</tr>
<tr>
<td>• Homogenous Developers</td>
<td>• Reliance on Salaried Developers</td>
</tr>
<tr>
<td>• Reliance on Salaried Developers</td>
<td>• Relationships with Other Apache Products</td>
</tr>
<tr>
<td>• A Excessive Fascination with the Apache Brand</td>
<td></td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
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